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DCI/IC 75-1809
13 November 1975

MEMORANDUM FOR: Deputy Director for Operations

SUBJECT : OTR Support to IC Staff Training Plans

1. As you know, during my tour with the IC Staff one of our main efforts has been directed toward improving effectiveness of Foreign Service and other overt collectors. A successful aspect of this effort has been our input into training of these non-intelligence personnel (Foreign Service, Treasury, AID, Agriculture, USIA, etc.) at the Foreign Service Institute Courses. We started in the summer of 1974 by holding relatively brief seminars at the Basic Course for Foreign Service Officers, a course which every new FSO takes. This effort has been developed to the point where each Basic Foreign Service Officer class now receives a day of intelligence-related orientation with a visit to CIA headquarters. FSO collection and reporting in response to national analytic and production office needs is stressed. We have also gained Community participation in the Foreign Service Institute's Deputy Chiefs of Mission Seminar and the Senior Seminar in Foreign Policy.

2. We are now preparing the second stage of the training effort. We hope to include in appropriate FSI courses training in the human skills needed by overt collectors. We are working up a course outline and syllabus to include topics such as:

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[redacted] Skills of this type are not now taught at the Foreign Service Institute. The bureaucratic and cultural resistance to training of this kind will be apparent to you; thus the care with which we are trying to eliminate any suggestion that intelligence agencies are attempting to corrupt the legitimate information-gathering activity of the Foreign Service and other overt agency personnel. We are stressing the open nature of the subject matter and are emphasizing that the techniques are those used by American industry in salesmanship courses, etc.

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3. I have discussed this with Al Rodriguez of OTR who agrees with our approach and suggested you be advised of it. We plan to review with OTR possible adaptation of material in operations courses that may be relevant to preparation of a training course for the overt collectors.

4. A related IC Staff effort is underway with the Defense Intelligence School. Some of the "human skills" topics are already being taught in the Defense Attache Course there, but the curriculum is being looked at with a view toward strengthening these aspects of the course.

5. I believe that improving information-gathering and "human skills" orientation and training of overt collectors could have beneficial long-run side effects for DDO stations. Through such training, overt collectors should eventually gain a better understanding and awareness of information requirements, reporting and acquisition techniques. This awareness could be of help to station chiefs in gaining local cooperation of other agency overt collectors.

6. As we prepare this next stage of our effort, I would appreciate any suggestions that you might have regarding our plans. I have been in touch with the DDO Training Officer, 25X1 [redacted] and plan to keep him informed.

[redacted] 25X1

Chief, Human Resources Branch
Intelligence Community Staff

cc: Director, OTR
DDO Training Officer

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